Joint Capabilities Integration and Development System (JCIDS)

A Primer

19 Oct 2012

Sources:

- CJCSI 3170.01H, 10 Jan 2012
- CJCSI 5123.01F, 10 Jan 2012
- JCIDS Manual,19 Jan 2012 & errata 20 Sep 2012
- Joint Staff, J-8
- Joint Staff, J-6

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Developing Requirements

- The Requirements Environment
- Capabilities-Based Process
- Identifying Capability Requirements
- JCIDS Interaction With the Acquisition Process
- Oversight, Review and Validation of JCIDS Documents
- Rapid Response Lanes
- Guiding Principles and Challenges

The Requirements Environment

Finding the balance between:		
Combatant Command (CCMD) near-term requirements to support Contingency Plans and current missions	and	Services' long range vision & investment plans
Versatile, joint systems	and	Systems optimized for service missions
Growing demands	and	Fiscal & political constraints
Geographic specificity	and	Worldwide applicability
Ambitious requirements	and	Achievable acquisition strategy
Quantity matters	and	High-end capabilities

is presentation contains notes pages to supplement most of the charts

Joint Capabilities Integration and Development System (JCIDS)

- The Goal of JCIDS is to…
  - Provide the Joint Force with the capabilities needed to perform across the full range of military operations and challenges
  - Support the JROC in its Title 10 responsibilities
    - Cost, schedule, performance trades
    - Prioritizing joint military requirements in shaping the force
- Supported by…
  - Integrated, collaborative review process
  - Leveraged expertise of all government agencies

JCIDS along with the Defense Acquisition System and the Planning, Programming, Budgeting and Execution processes form the principal DOD decision support processes for developing capabilities required by the military forces to support the national military strategy and the defense strategy

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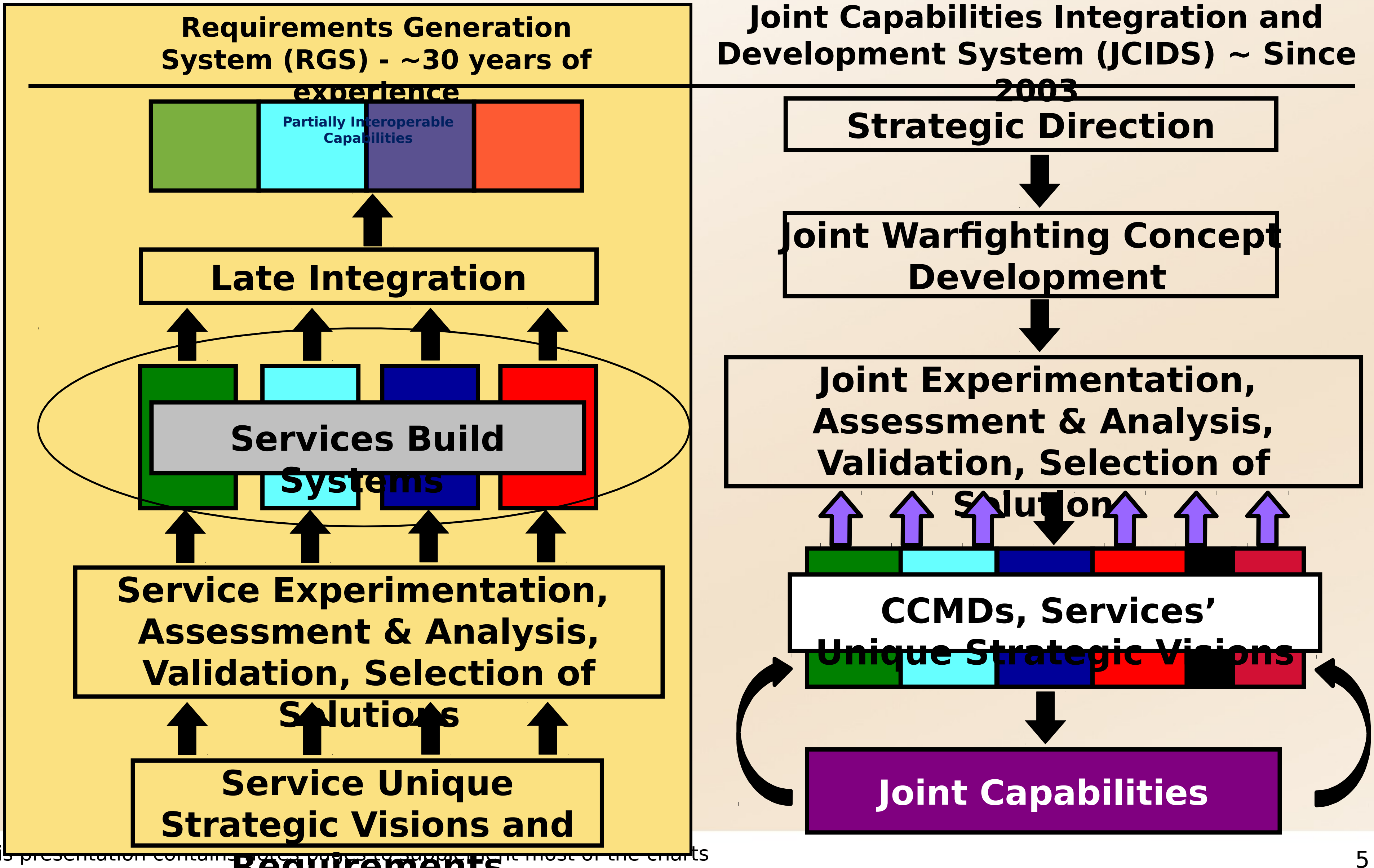
Threat vs Capabilities-Based Planning



Capabilities-Based Planning

Strategic Guidance And Desired Effects

Strategic Guidance

- National Security Strategy
- National Defense Strategy
- National Military Strategy
- Quadrennial Defense Review (QDR) Report
- Guidance for Employment of the Force (GEF)
- Defense Planning Guidance (DPG)

Support for Strategic Analysis (O

- Integrated Security Constructs
- Multi-Service Force Deployment
- Operational Availability Studies
- Global Force Management

Joint Concepts (J7)

JCSI 3010.02C

- Joint Concepts
- Joint Concept Development & Experimentation (JCDE)Process Guide
- JCDE Campaign Plan

Force Management ← **CBP** → **Adaptive Planning**

JCIDS (J8)

- CJCSI 3170.01/JCIDS Manual
- JROC Validation and Approval of JCIDS Documents
- Joint Capabilities Boards
- Functional Capabilities Boards
- Evaluation of CCMD Needs (lessons learned, joint urgent needs, Integrated Priority Lists (IPLs))

DoD 5000 (OSD

- Defense Acquisition Boards
- Materiel Development Decision
- Milestone Decisions
- Acquisition Decision Memos
- Root Cause Analysis
- Selected Acquisition Reports/ Defense Acquisition Executive Summaries

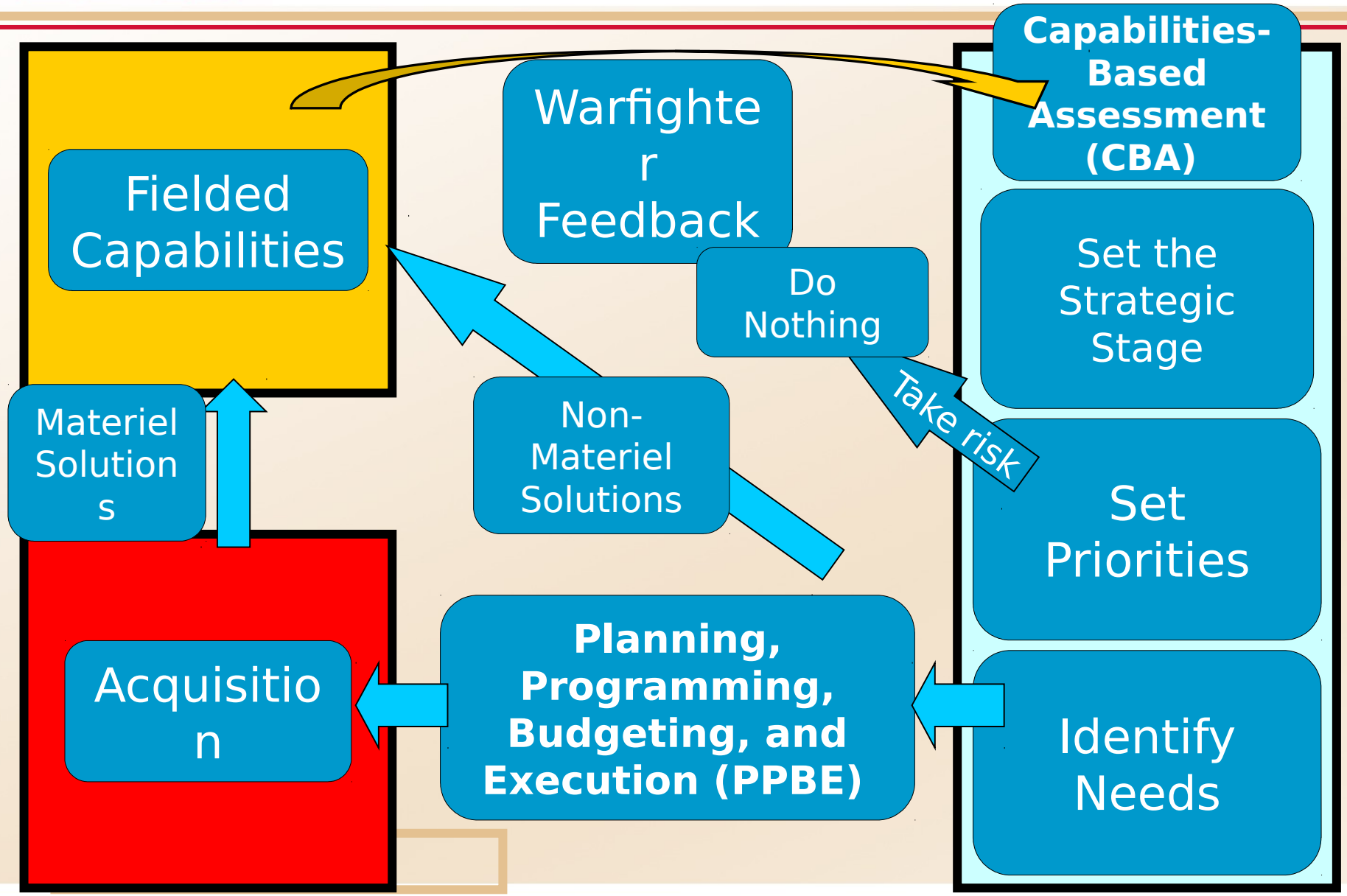
PPBE (OSD

- Program Objective Memorandum/ Budget Estimate Submission
- Program and Budget Review
- Resource Management Decisions (RMDs)
- President's Budget

Common Lexicon – Joint Capability Areas

Delivered Capability to the Joint Warfighter

Capabilities-Based Requirements



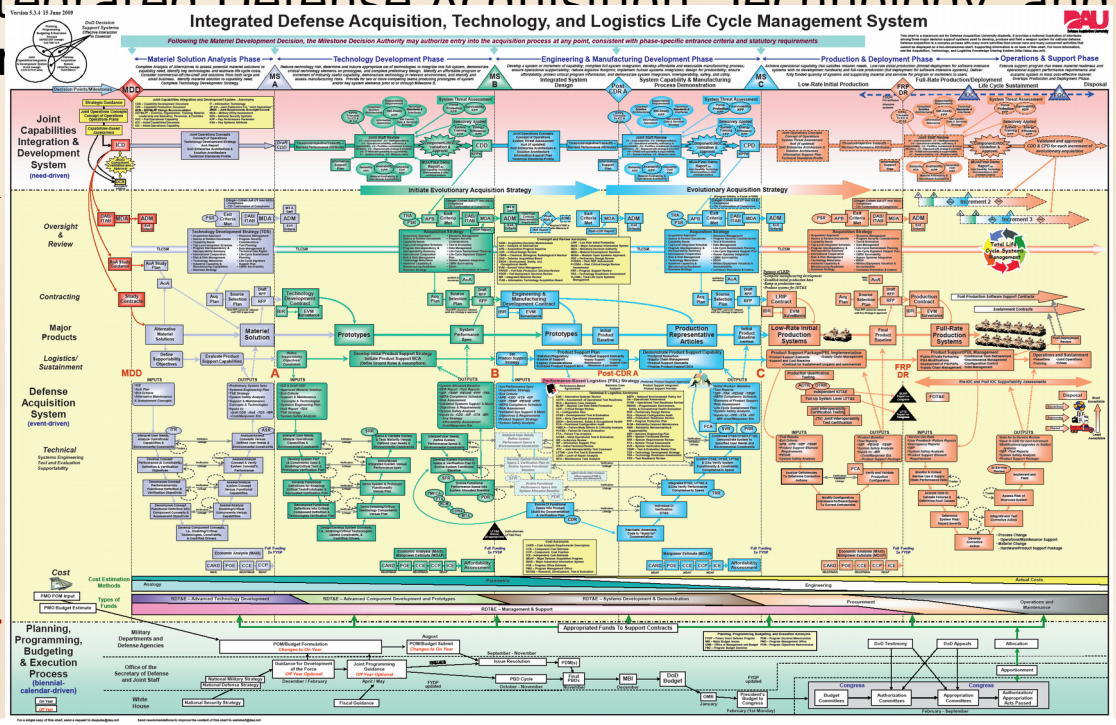
JCIDS is…

- A key supporting process for DoD acquisition and PPBE processes
  - –That supports "the statutory responsibility of the JROC to validate joint warfighting requirements"
  - –And supports the CJCS advising the Secretary of Defense in identifying, assessing and prioritizing joint military requirements
  - –A Staffing method enabling the Joint Staff to ensure Sponsors' needs meet the Chairman's intent (Joint force needs)
- JCIDS is not… the entire "Integrated Defense Acquisition, Technology, and Logistics Life Cycle Manager

"Requirements" (JCIDS)

Acquisition

PPB&E



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JCIDS and Acquisition

- key acquisition activities/documents -

President, SECDEF & Chairman:
- Strategic Guidance

OSD/Joint Staff
- Support to Strategic Analysis (SSA) Products
- Joint Concepts

Identification of Capability Requirements

- **Operational Planning**
- **CBAs & Other Studies**
- **Exercises/Lessons Learned**
- **JCTDs/JUON/JEON/ Experiments**
- **JIEDDO Initiatives**
- **Defense Business Sys**

Outputs
- **Mission & Problem**
- **Capability Gaps**
- **Tasks**
- **Performance Conditions**
- **Operational Risk**
- **Non-Materiel Approaches**
- **Materiel Approaches**
- **Recommendations**

- Analysis of Alternatives (AoA)
- Technology Development Strategy (TDS)
- Test & Evaluation (T&E) Strategy (TES)
- System Engineering Plan (SEP)

- Technology Demonstrated
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- Final Design
- Development al T&E (DT&E)
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- Low Rate Initial Production (LRIP)
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activity

Select Joint Concept | **Develop CONOPS** | ***Capabilities-Based Assessment/ Other*** | **CCMD** | **ICD** | **Materiel Development Decision** | **Materiel Solution Analysis** | **MS "A"** | ***Sponsor Approved CDD*** | **Technology Development** | **MS "B"** | **CDD** | **Engineering & Manufacturing Development** | **MS "C"** | **CPD** | **Production & Deployment**

Analysis of Alternatives (AoA) | Competitive Prototyping | Evolutionary Acquisition

Military Services

JROC action for JROC Interest programs (ACAT I & IA)

Validates ICD | **Reviews AoA Results** | **Validates CDD** | **Validates CPD**

SECDEF | **Joint Staff / Joint Requirements Oversight Council / OSD (JROC)** | **OSD (AT&L, CAPE), Services and OSD (DOT&E) -- Joint Staff**

Policy | ***Identify Capability Requirements*** | ***Select Materiel Solution*** | ***Develop, Test, Produce & Field***

Getting the front end right is key

Approaches to Indentifying Capability Requirements

- Operational Planning
- Capabilities-Based Assessments & Other Studies
- Exercises/Warfighting Lessons Learned
- Joint Capability Technology Demonstrations (JCTDs), Urgent Operational Need (UON) Solutions and Warfighting Experiments
- Joint Improvised Explosive Device Defeat Organization (JIEDDO) Initiatives
- Defense Business Systems Business Cases

Primary Outputs of Approaches to Identify Capability Requirements

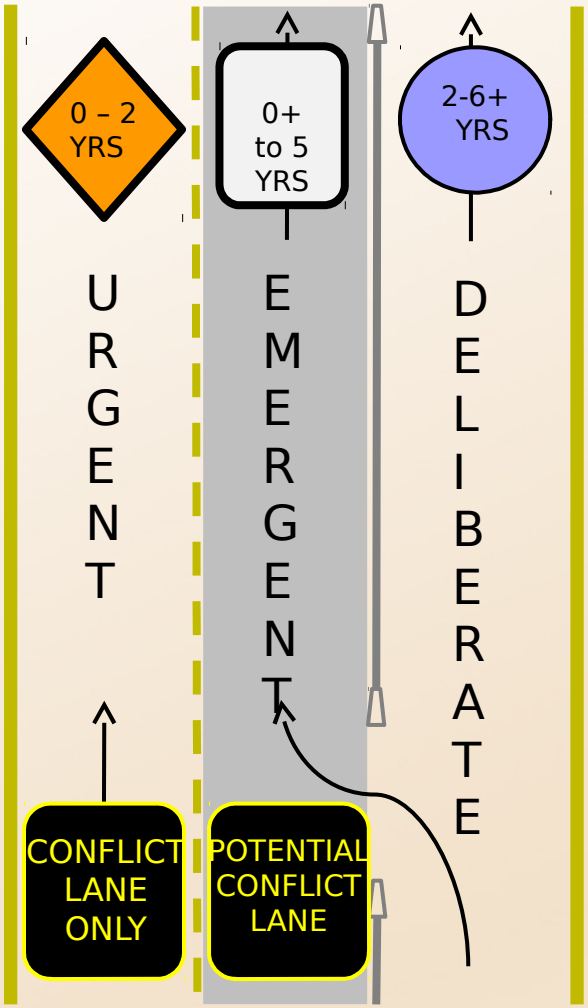
- Mission Description & Problem Being Assessed
- Identification & Assessment of Prior Studies
- Identification of Tasks Required to Meet Mission Objectives
- Identification of Capability Requirements Within One or More Joint Capability Areas (JCAs)
- Assessment of Capability Gaps

  Between identified requirements and current or programmed force capabilities

- Operational Risks
- Possible Non-Materiel & Materiel Approaches to Close or Mitigate Gaps

Three Requirements "Lanes"

"Keep right, except to pass"



- Deliberate Requirements
  - Service, CCMD or Agency Driven
  - Traditional route for capabilities that require significant tech development and/or are not urgent or compelling in nature
- Emergent Requirements
  - CCMD Driven
  - Supports accelerated acquisition of capabilities needed for an anticipated or pending contingency operation
  - Vice Chairman, Joint Chiefs of Staff (VCJCS) verifies, Joint Capability Board or JROC validates
- Urgent Requirements
  - CCMD Driven
  - Urgent and compelling to prevent loss of life and/or mission failure during current operations
  - Require little tech development and can

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Materiel Development Decision | **MS "A"** | **MS "B"** | **MS "C"**

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CCMD

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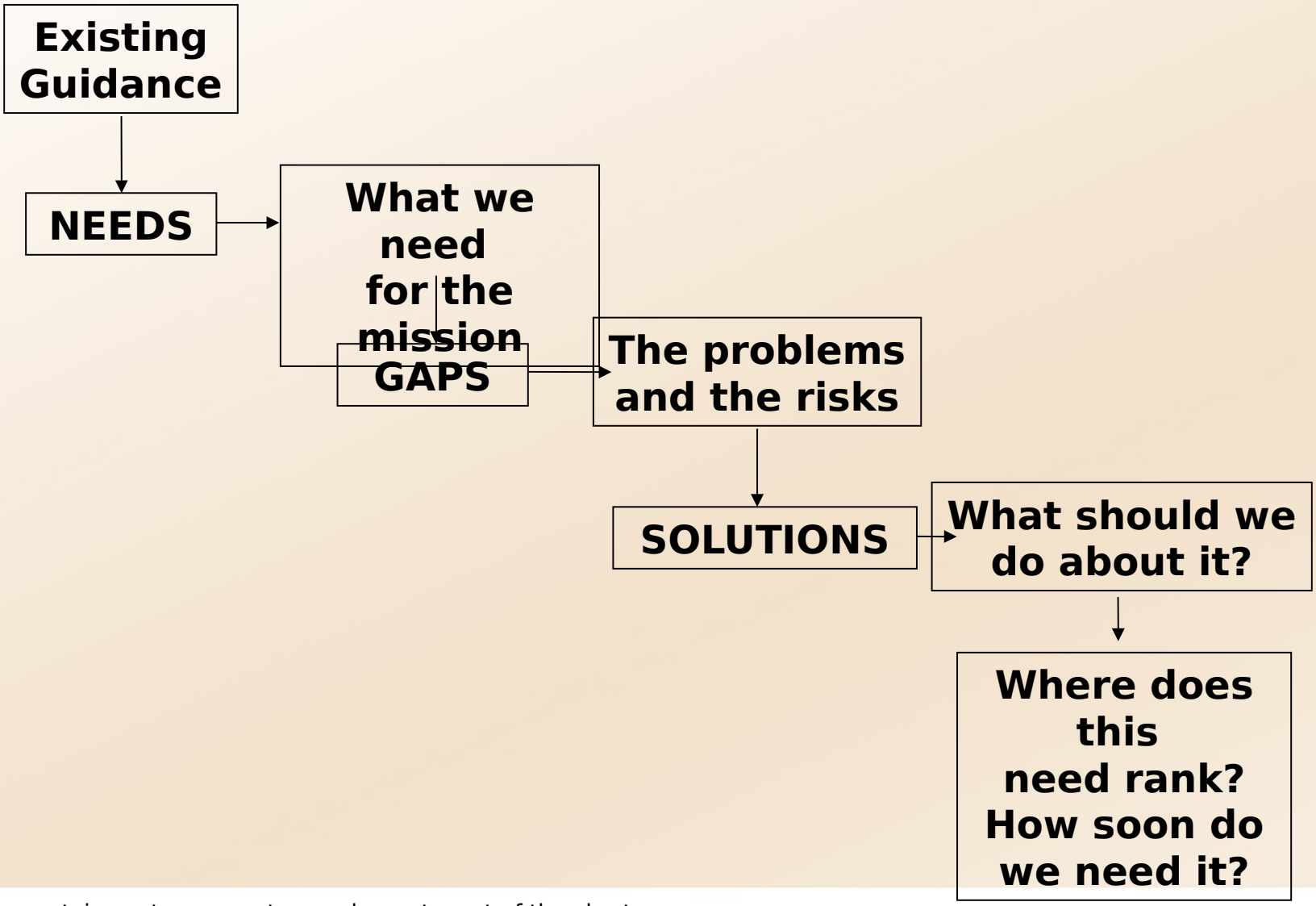
Policy | ***Identify Capability Requirements*** | ***Select Materiel Solution*** | ***Develop, Test, Produce & Field***

Getting the Front End Right is Key

Capabilities-Based Assessment (CBA)



CBA Outputs

- CBA Documentation:
  - Initial Capabilities Document (ICD)
  - Joint DOTmLPF-P* Change Recommendation (DCR)
- CBA Recommendations for Materiel Approaches:
  - Information systems or similar technologies
  - Evolution of existing systems with significant capability improvements
  - Transformational systems
- Managers Must Communicate to Avoid Disconnects Over Seams Between JCIDS, Defense A

A Joint DCR may be generated from a validated ICD, or may be generated without an associated ICD if non-materiel approaches appear to be the most viable solution

*DOTmLPF-P = Doctrine, Organization, Training, materiel, Leadership and Education, Personnel, Facilities & Policy

CBA Output Documents
Joint DCR

- *Joint DCR*
  - When DoD Decides a Joint Non- Materiel Solution is appropriate
  - Non-Materiel Solutions
    - Change doctrine
    - Reorganize
    - Train and educate DOD personnel differently
    - Acquire commercial or non-developmental items
    - Acquire more quantities of existing items
    - Add or reassign personnel
    - Move or realign facilities
    - Change policy
- Page Limit: 30 Pages

JCIDS and Acquisition

- key acquisition activities/documents -

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OSD/Joint Staff
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- Joint Operations Concepts (JOpsC)

Identification of Capability Requirements

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Capabilities-Based Assessment/ Other

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activity | Select Joint Concept | Develop CONOPS | **ICD** | Materiel Solution Analysis | *Draft* CDD | Technology Development | **CDD** | Engineering & Manufacturing Development | **CPD** | Production & Deployment

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CBA Output Documents
ICD

- Initial Capabilities Document (ICD)
  - Documents Capabilities-Based Assessment (CBA) Results – specifically Capability Gaps
  - Identifies relevant operational attributes
  - Documents recommendations for non-materiel solutions and/or materiel approaches (or a combination)
  - Supports a Materiel Development Decision (MDD) for materiel approaches
  - Predecessor for the Capabilities Development Document (CDD)
- Page Limit: 10 Pages

ICD Operational Attributes

- Describes Capability Requirements with Appropriate Qualitative Parameters and Metrics
  - Outcomes, time, distance, effect, obstacles to be overcome, and supportability
- Guides the Analysis of Alternatives (AoA)
- With AoA results, Guides Development of Key Performance Parameters (KPPs) for Inclusion in Capabilities Development Document (CDD)

Information System (IS) ICD

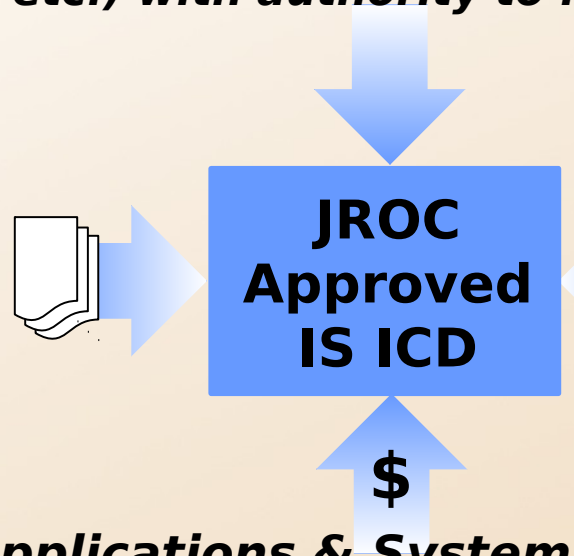
- IS ICDs Implement the “Information Technology (IT) Box” Model
- IS ICDs are Required When the Solution Requires Research and Development, and Acquisition of Applications with a Projected Software Development Cost of Over $15 Million
- Not Used for Software Embedded as a Subset of a Capability Solution Developed IAW Other Validated JCIDS Documents
- IS ICD Applies to:
  - Commercial off the Shelf (COTS)/Government off the Shelf (GOTS) software, and associated hardware without modification
  - Commercial capability solutions with integrated, DoD-specific performance standards
  - Additional production or modification of previously developed U.S and/or Allied or interagency systems or equipment
  - Development, integration, and acquisition of customized

“IT Box” model calls for fewer iterations of validating documents through the JCIDS process by describing the overall IS program in the IS ICD, and delegating validation of detailed follow-on requirement and solution oversight to a flag-level organization other than the JROC or JCB.

Definition of the IT Box

Requirements Organization & Oversight

Component Requirements Oversight Council (AFROC, AROC, R3B, MROC, etc.) with authority to further delegate



Capabilities Required

Capability statements and required performance from ICD

Hardware Refresh & System Enhancements & Integration

Desired Investment level

Applications & System Software Development & Acquisition

Desired Investment level

- ***Biannual status review by the Lead FCB***
- ***No return to the JROC unless new core capabilities added to the ICD***
- ***Return if expenditures exceed ROM estimate by 10% or failure to meet performance minimums***
- ***CDDs and CPDs only required for MDAPs***

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Materiel Development Decision — **MS "A"** — **MS "B"** — **MS "C"**

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Policy | ***Identify Capability Requirements*** | ***Select Materiel Solution*** | ***Develop, Test, Produce & Field***

Getting the front end right is key

Key JCIDS Development Documents CDD

- Capability Development Document (CDD)
  - Draft CDD (Sponsor Approved) Supports Milestone A and Technology Development Phase
  - Validated CDD Supports Pre-Engineering & Manufacturing Development (EMD) Review, Milestone B, and EMD Phase
  - Defines Performance Requirements to Achieve the Capability
    - Identifies KPPs, Key System Attributes (KSAs), and additional performance attributes
    - Attributes should be Authoritative, Measurable and Testable
  - Describes DOTmLPF-P Constraints associated with the solution
  - May describe multiple increments

CDD KPPs and Sustainment KSAs are inserted verbatim into the APB

Key Performance Parameters (KPPs)

- Performance Attributes of a System
- Critical To Develop an Effective Military Capability
- KPPs Must be Measurable, Testable, and Quantifiable in a Practical and Timely Manner
  - Enable feedback from T&E; support decision making
- Mandatory KPPs
  - Force Protection, Survivability, Sustainment, Net Ready, Training, Energy
- Validated by the JROC for JROC Interest Documents
- Failure to Meet a KPP Brings the Military Utility of the System into question, and May Result in a Reevaluation of the Program, or Modification of Production Increments.

Key System Attributes (KSAs)

- Attributes or Characteristics Considered Essential to Achieving a Balanced Solution
- Not Critical Enough to be Selected as a KPP
- Must be Measurable, Testable and Quantifiable
- Identified by the Sponsor; Should be Kept to a Minimum
- Sponsor Senior Leadership can Change a KSA

Mandatory Key Performance Parameters (KPPs) & Key System Attributes (KSAs)

- Force Protection KPP (all manned systems)
- Survivability KPP (all manned systems; may be applicable to unmanned)
- Sustainment KPP (all ACAT I)

  Materiel Availability

  Operational Availability

  Supporting KSAs

  Materiel Reliability

  Operation & Support Costs
- Net Ready KPP (all IS & NSS)
- Training KPP (all ACAT I)
- Energy KPP (all where provisions of energy impact operational reach, or protection of energy infrastructure or energy resources is required)

is presentation contains notes pages to supplement most of the charts

Force Protection KPP

- Applies to Manned Systems and Systems Designed to Enhance Personnel Survivability
- Force Protection Attributes:
  - Protect personnel by preventing or mitigating hostile actions
  - Emphasis in on protecting the system operator, rather than the system itself
  - Attributes that are offensive and primarily intended to defeat enemy forces are not considered force protection attributes
  - Protection against accidents, weather, natural environmental hazards or disease (except when related to a biological attack) are not force protection
- Protection FCB Assesses the Force Protection KPP for JROC and JCB Interest Programs
- If Not Used Must Explain Why Not in the

Survivability KPP

- Expected for All Manned Systems and May be used for Unmanned Systems
- Survivability Attributes Contribute to the Survivability of Manned or Unmanned Systems
- Joint Staff, J-3, and the Protection FCB Must Concur if Sponsor Decides Not to Use
- Examples:
  - Speed
  - Maneuverability
  - Armor
  - Electromagnetic Spectrum Control
  - Redundancy of Critical Subsystems
  - Protection from Chemical, Biological and Radiological Effects

Sustainment KPP & KSAs

- Applies to All ACAT I Programs.
- ACAT II and Below Programs Include the Sustainment KPP or Sponsor Defined Sustainment Metrics
- Three Elements:
  - Availability KPP: Consists of Materiel Availability and Operational Availability
  - Reliability KSA
  - Operations & Support Cost KSA
- Joint Staff, J-4 and Deputy Assistant Secretary of Defense (Materiel Readiness) Review/Analyze

Net Ready KPP

- Applies to all Information Systems (IS) and National Security Systems (NSS) Used in the:

  automated acquisition, Storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of DOD data or information regardless of classification or sensitivity

- Not Applicable to Systems That Do Not Communicate With External Systems
- C4/Cyber FCB Assesses the NR KPP, or Sponsor Justification of Why It Is Not Applicable, for JROC Interest, JCB Interest, or Joint Integration Programs, and Provides NR KPP Certification In Accordance With CJCSI 6212.01.

Net-Ready KPP, continued

- Net-Ready KPP Consists of Three Attributes:

  Supports Military Operations

  Is Entered and Managed on the Network, and

  Effectively Exchanges Information

- Three-Step Development Process

  Step 1. Mission Analysis – Determines Attribute Details for "Supports Military Operations"

  Step 2. Information Analysis – Determines Attribute Details for "Entered & Managed on the Network" and "Effectively Exchanges Information"

  Step 3. Systems Engineering & Architecture – Supports all 3 attributes

Net-Ready KPP Exam

Attribute 1. Supports Military Operat

NR-KPP Attribute	Key Performance Parameter	Threshold	Objective
Support to military operations	Mission: Tracking and locating (Finding, Fixing, Finishing) High-Value Target (HVT) Measure: Timely, actionable dissemination of acquisition data for HVT Conditions: Targeting quality data to the neutralizing/ tracking entity	10 minutes Area denial of HVT activities	Near-real-time HVT tracked, neutralized
	Mission Activities: Find HVT Measure: Location	100 meter circle	25 meter circle

Net-Ready KPP Exam

Attribute 2. Enter and Managed on the Net

NR-KPP Attribute	Key Performance Parameter	Threshold	Objective
Enter and be managed in the network	Network: SIPRNET Measure: Time to connect to an operational network from power up Conditions: Network connectivity	2 minutes 99.8	1 minute 99.9
	Network: NIPRNET Measure: Time to connect to an operational network from power up Conditions: Network connectivity	2 minutes 99.8	1 minute 99.9

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Net-Ready KPP Examp

Attribute 3. Exchange Informat

NR-KPP Attribute	Key Performance Parameter	Threshold	Objective
Exchange information	Information Element: Target Data Measure: Dissemination of HVT biographic and physical data Measure: Receipt of HVT data Measure: Latency of data Measure: Strength of encryption Conditions: Tactical/Geopolitical	10 seconds Line of Sight (LOS) 5 seconds NSA certified type 1 Permissive environment	5 seconds Beyond LOS 2 seconds NSA certified type 1 Non-permissive environment

Training KPP

- Applies to All ACAT I Programs
- Attributes Include (among others): Proficiency Level; Time to Train; Training Retention and Associated Metrics
- Intent is to Ensure that Training Requirements are Properly Addressed from the Beginning of the Acquisition Process and Throughout the Program's Acquisition Life-Cycle.
- J-7, in Coordination with USD(Personnel &Readiness), Assesses the Training KPP, or Sponsor Justification of Why the Training KPP is Not Applicable, for JROC or JCB Interest Programs

Energy KPP

- Applies to Systems Where the Provision of Energy, Including Fuel and Electric Power, Impacts Operational Reach, or Requires Protection of Energy Infrastructure or Energy Resources in the Logistics Supply Chain
- May be Expressed as Units of Energy Used per Period of Time (e.g. gallons per hour), or as Number of Refuelings Required (e.g. tankings per hour).
- Logistics FCB, in Coordination With Joint Staff J-4 / Engineering Division (J-4/ED) and With Advice From the Defense Energy Board as Appropriate, Assesses the Energy KPP, or Sponsor Justification of Why the Energy KPP is Not Applicable, for JROC or JCB Interest Programs

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- TEMP
- SEP

- Low Rate Initial Production (LRIP)
- Initial Operational T&E (IOT&E)
- Acquisition Strategy
- APB
- TEMP
- SEP

activity

Select Joint Concept | **Develop CONOPS** | *Capabilities-Based Assessment/ Other* | **ICD** | **Materiel Solution Analysis** | **Materiel Development Decision** | **MS "A"** *Sponsor Approved CDD* | **Technology Development** | **MS "B"** **CDD** | **Engineering & Manufacturing Development** | **MS "C"** **CPD** | **Production & Deployment**

CCMD

Analysis of Alternatives (AoA) | Competitive Prototyping | Evolutionary Acquisition

Military Services

JROC action for JROC Interest programs (ACAT I & IA)
Validates ICD | **Reviews AoA Results** | **Validates CDD** | **Validates CPD**

SECDEF | **Joint Staff / Joint Requirements Oversight Council / OSD (JROC)** | **OSD (AT&L, CAPE), Services and OSD (DOT&E) -- Joint Staff**

Policy | ***Identify Capability Requirements*** | ***Select Materiel Solution*** | ***Develop, Test, Produce & Field***

Getting the front end right is key

Key JCIDS Development Documents CPD

- Capability Production Document (CPD) (MS C)
  - Supports Production and Development of one increment
  - Documents Authoritative, Testable Capabilities
  - Support Production, Testing, and Deployment
    - May describe Incremental Production and Deployment
  - No New Requirements
  - Must meet Operational Performance Attributes
- Page Limit: 40 Pages

CPD KPPs and Sustainment KSAs are inserted verbatim into the APB

Differences Between the CDD and the CPD

CDD	CPD
Focus on Design & Development	Focus on Production
All Increments	A Specific Increment
Production Representative Articles measured against KPPs/KSAs	Low-Rate Initial Production articles measured against refined KPPs/KSAs

JCIDS Gatekeeper

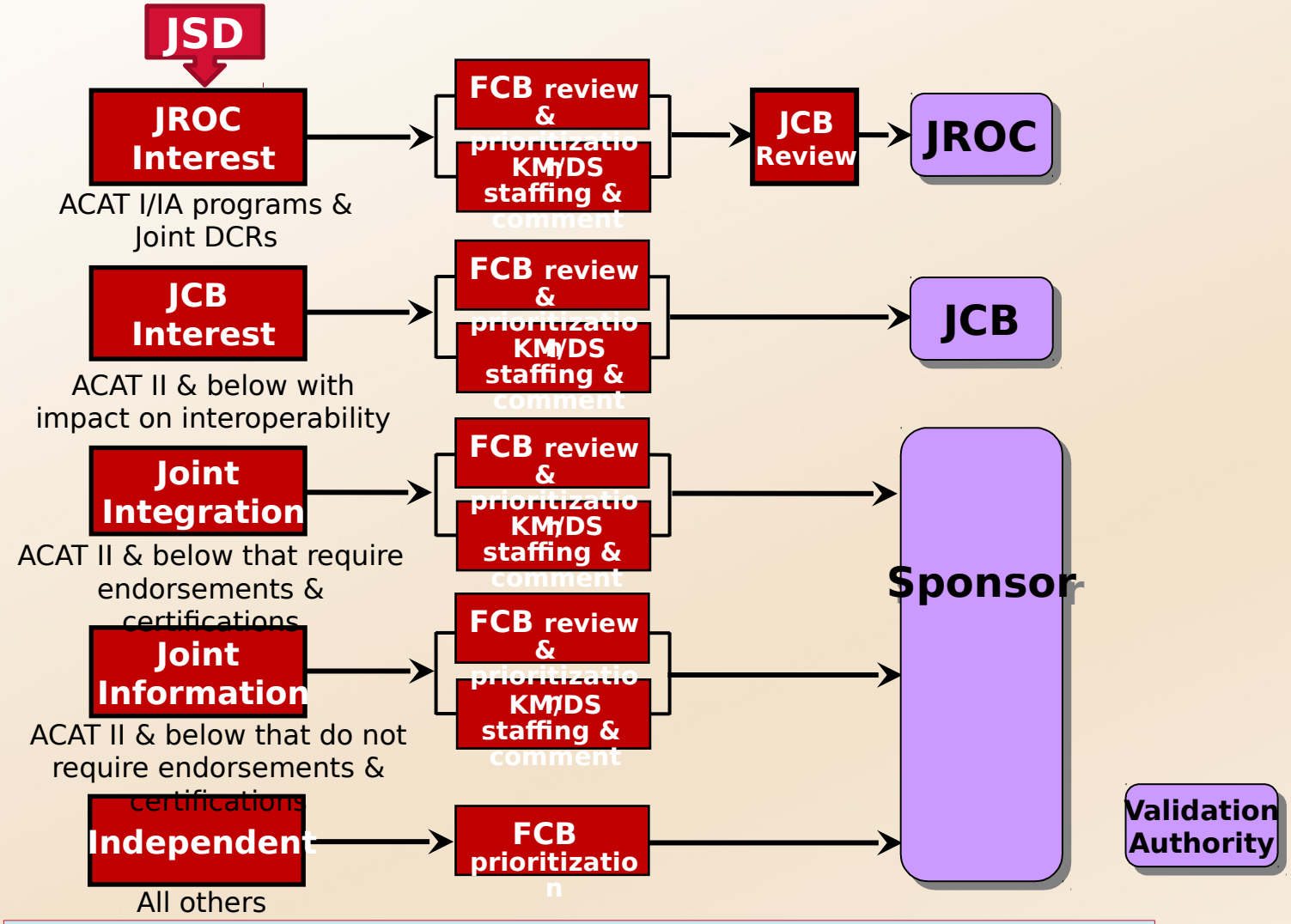
- J-8, Deputy Director for Requirements (DDR) is the Gatekeeper
- The Gatekeeper:

  Performs an initial review of all JCIDS proposals

  Gatekeeper determines:

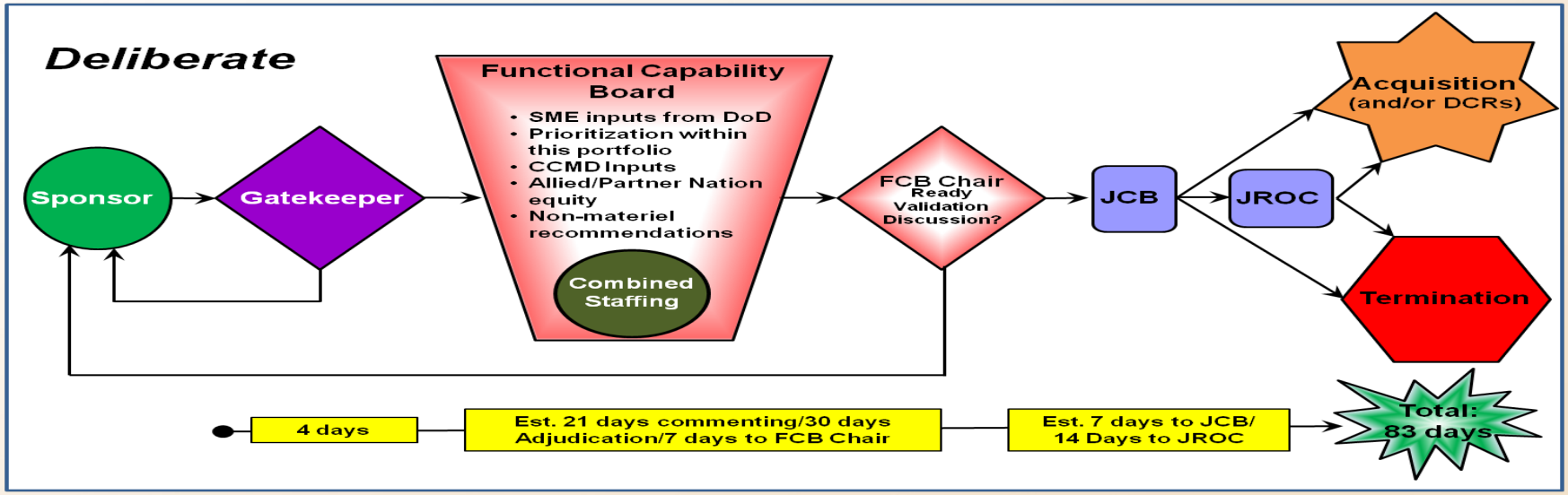
  - Joint Staffing Designator (JSD)
    - JROC Interest
    - JCB Interest
    - Joint Integration
    - Joint Information
    - Independent
  - Lead and supporting Functional Capability Boards
- Formal Staffing Begins After Gatekeeper

JCIDS Document Tracks



Gatekeeper Makes Joint Staffing Designator (JSD) Decision After Sponsor Posts Document to the Knowledge Management/ Decision Support (KM/DS) Tool

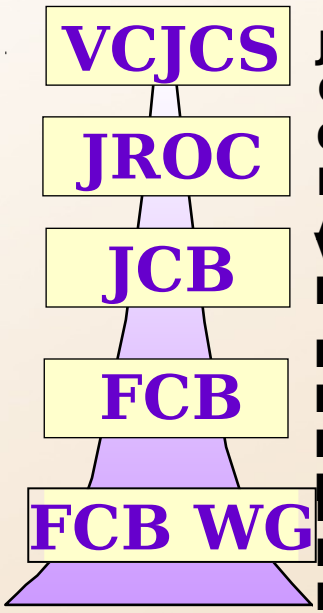
Deliberate Staffing



- Begins when Gatekeeper receives new document via KM/DS
- Gatekeeper determines JSD and assigns to lead and supporting FCBs
- FCB staffing runs concurrently with stakeholder review and comment via KM/DS (comments are signed out at GO/Flag/SES level)
- Sponsor adjudicates comments – for JROC and JCB Interest documents must be to satisfaction of FCB Chair
- FCB Chair recommends validation/no validation to JCB/JROC
- Validated documents are posted to KM/DS
- ICD, CDD, CPD to appropriate Acquisition Executive for action

JROC Decision Chain

JROC DECISION CHAIN



JROC Chairman; Advises the CJCS

Owns JCIDS; Validates JROC Interest Documents; Final Authority

Validates JCB Interest Documents; Assists JROC

Reviews Documents; Prioritizes Within Portfolio; Makes Validation Recommendation to JCB/JROC

Reviews Documents & Prioritizes Prior to JCB Review

JROC MEMBERSHIP

Chair: VCJCS

Council Members:

- **Vice Chief of Staff, Army**
- **Vice Chief of Naval Operations**
- **Vice Chief of Staff, Air Force**
- **Assistant Commandant of the Marine Corps**
- **Combatant Commands*** (Commander or Deputy Commander)

JROC: Joint Requirements Oversight Council
JCB: Joint Capability Board
FCB: Functional Capability Board
FCB WG: Functional Capability Board Working Group

*Unless otherwise directed to participate by the JROC Chairman, CCMD representatives are highly encouraged to participate as voting members when matters related to the area of responsibility or functions of that command will be under consideration by the JROC. USD(AT&L), Dir, CAPE, USD(Comptroller), DOT&E, and USD(Policy) attend as JROC advisors

is presentation contains notes pages to supplement most of the charts

Joint Capabilities Board (JCB)

- Provides Review and Endorsement of Documents and Adjudication of Lower Level Issues Prior to JROC Validation
- Reviews/Adjusts Joint Prioritization From the Functional Capability Boards (FCBs)
- Validates JCIDS Documents with a Joint Staffing Designation (JSD) of "JCB Interest"
- JCB Chair: Director, J-8
- JCB Membership: General/Flag Officers, or civilian equivalent, from the Military Services and Combatant Commands

USSOCOM has delegated validation authority for Special Operation Peculiar JCIDS documents at the level of JCB Interest and below.

Functional Capabilities Boards (FCBs)

- Provides Review and Endorsement of Documents and Adjudication of Lower Level Issues Within Their Portfolio Prior to JCB Review
- Review/Adjusts Joint Prioritization Established by the FCB Working Groups
- Aligned with Joint Capability Areas (JCAs)
- FCB Chair: General/Flag Officer, or Civilian Equivalent
- FCB Lead: Military Officer, 0-6, or Civilian Equivalent
- FCB Membership: Representatives in Military Grade of 0-6, or Civilian Equivalent, from Joint

Functional Capability Boards & Sponsoring Organizations

C4/Cyber	Battlespace Awareness	Logistics	Force Support
BGen Weggeman JS J-6	Mr. Gareau JS J-2	Mr. Hawkins JS J-4	BGen O'Donohue JS J-8

Protection	Force Application
BG Polakowski JS J-8	BGen O'Donohue JS J-8

FCB Leads as of 19 Sep 2012

Additional JCAs:
- Building Partnerships
- Corporate Management & Support

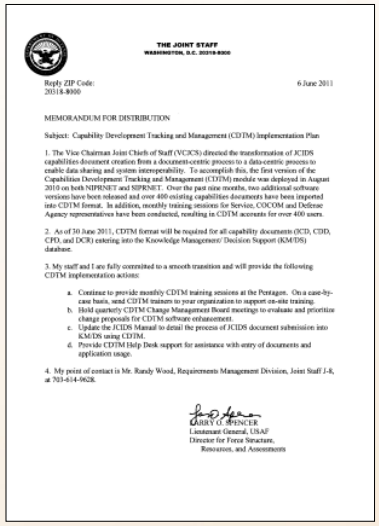
FCB Membership: (O-6 level)

Services
Combatant Command Reps
OSD (AT&L)
OSD (I)
USecAF (Space)
DOD CIO
D/CAPE
DIA Rep (Threat)
ODNI/IRB
OSD(Comptroller)
Other DoD Agencies as necessary

Functional Capability Board Working Groups (WGs)

- Provide Initial Review and Assessment of Documents Prior to Review by the FCB
- Establish Joint Prioritization of Capability Requirements Within Their Portfolios
- Established by the FCB Chair
- FCB WG Lead: Military Officer, 0-6, or Civilian Equivalent
- FCB WG Membership: Military, civilian, or contractor support Subject Matter Experts from Joint Staff, Services, Combatant Commands, and other Organizations With Equity in the FCB's Portfolio.

Capability Development Tracking and Management (CDTM



THE JOINT STAFF
WASHINGTON, D.C. 20318-9300

Reply ZIP Code:
20318-9300

6 June 2011

MEMORANDUM FOR DISTRIBUTION

Subject: Capability Development Tracking and Management (CDTM) Implementation Plan

1. The Vice Chairman Joint Chiefs of Staff (VCJCS) directed the transformation of JCIDS capabilities document creation from a document-centric process to a data-centric process to enable data sharing and system interoperability. To accomplish this, the first version of the Capabilities Development Tracking and Management (CDTM) module was deployed in August 2010 on both NIPRNET and SIPRNET. Over the past nine months, two additional software versions have been released and over 400 existing capabilities documents have been imported into CDTM format. In addition, monthly training sessions for Service, COCOM and Defense Agency representatives have been conducted, resulting in CDTM accounts for over 400 users.

2. As of 30 June 2011, CDTM format will be required for all capability documents (ICD, CDD, CPD, and DCR) entering into the Knowledge Management/ Decision Support (KM/DS) database.

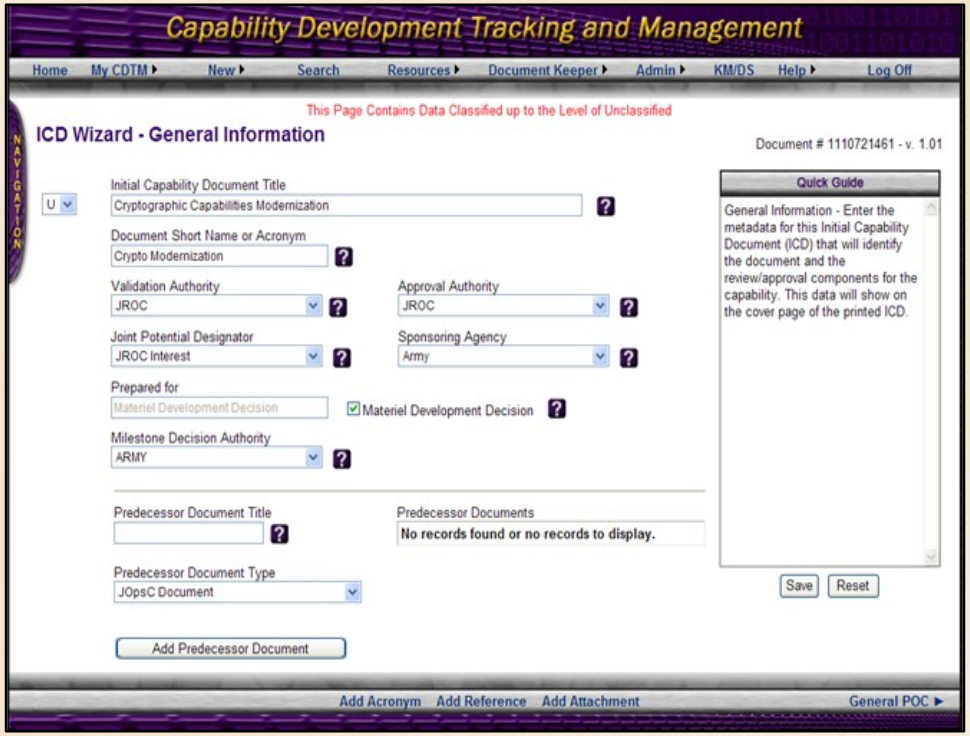
3. My staff and I are fully committed to a smooth transition and will provide the following CDTM implementation actions:

a. Continue to provide monthly CDTM training sessions at the Pentagon. On a case-by-case basis, send CDTM trainers to your organization to support on-site training.
b. Hold quarterly CDTM Change Management Board meetings to evaluate and prioritize change proposals for CDTM software enhancement.
c. Update the JCIDS Manual to detail the process of JCIDS document submission into KM/DS using CDTM.
d. Provide CDTM Help Desk support for assistance with entry of documents and application usage.

4. My point of contact is Mr. Randy Wood, Requirements Management Division, Joint Staff J-8, at 703-614-9628.

LARRY O. SPENCER
Lieutenant General, USAF
Director for Force Structure,
Resources, and Assessments

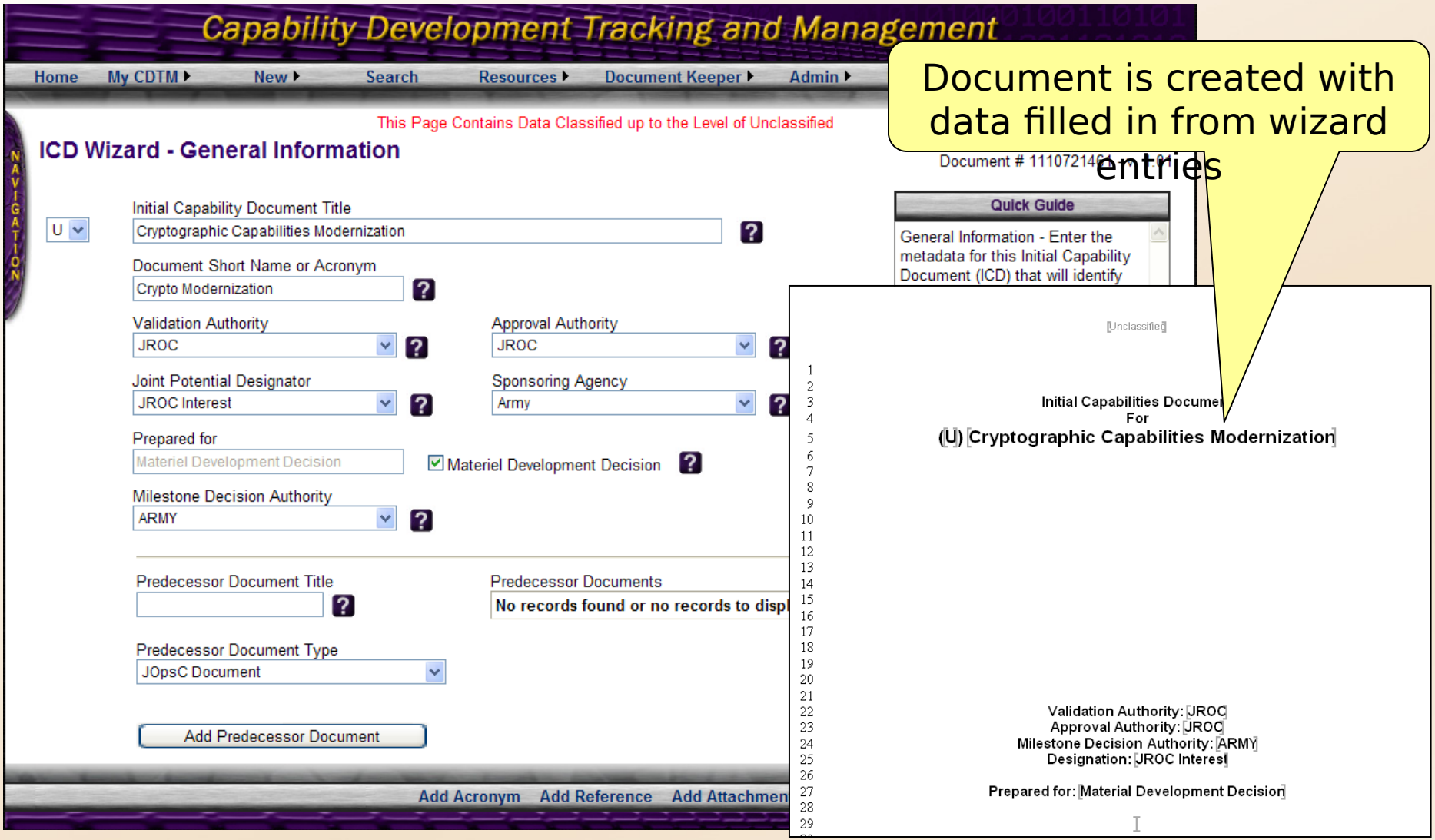
- IT system that transforms JCIDS capability tracking from document-centric to data-centric process
  - Developed and deployed on NIPRNet and SIPRNet
  - SIPRNet is “authoritative source” and integrated with KM/DS



- Capability gap traceability
- Process metrics
- Ease of use enhancements
  - Improved search capability
  - Improved document creation
  - Input standardization
- Ability to data share with

is presentation contains notes pages to supplement most of the charts

CDTM Wizard and Automated Document Creation



Summary of the Deliberate JCIDS Process

- Materiel Solutions
  - Initial Capabilities Document (ICD)
  - Capability Development Document (CDD)
  - Capability Production Document (CPD)
- Non-Materiel Solutions – Joint DOTmLPF-P Change Recommendation (DCR)
- Operational Requirements Development is a Team Effort; All Stakeholders Should be Involved; Involve the User in Technical Requirements Development
- Implementing Major Changes to Improve the Process…
  - New CJCSI 3170.01H (JCIDS) and CJCSI 5123.01F (JROC Charter) dated 10 Jan 12; JCIDS Manual dated 19 Jan (J-8 errata dated 20 Sep 2012)

Rapid Response

is presentation contains notes pages to supplement most of the charts

Rapid Response Situations

- Urgent and Compelling Needs During Crisis and Conflict, or Anticipated or Pending Contingency Operation
- Each Service has Policies and Procedures, but …
- Service-Unique Approaches do not Address Theater-Wide Joint Urgent and Emergent Operational Needs
- Requirements Managers Need to Stay Engaged in the Process

Joint Urgent & Emergent Operational Needs

- The Joint Rapid Response Lanes are the Joint Urgent Operational Needs (JUON) and Joint Emergent Operational Needs (JEON)
- JUON/JEON Validation and Resourcing Involves
  - The Gatekeeper (J8 Deputy Director for Requirements (DDR)) Validates JUONs
  - JCB/JROC validates JEONs as determined by VCJCS
  - The Joint Rapid Acquisition Cell (JRAC)
  - Functional Capabilities Boards (FCBs)
  - Working Groups
  - The Military Services, Defense Agencies, Intelligence, Surveillance, Reconnaissance Task Force and Joint Improvised Explosive Device Defeat Organization (JIEDDO)

Definitions

- Urgent Operational Need (UON):
  - Capability requirements identified by a DOD Component as impacting an ongoing or anticipated contingency operation. If left unfulfilled, UONs result in capability gaps potentially resulting in loss of life or critical mission failure. DoD Components, in their own terminology, may use a different name for a UON.
- Joint Urgent Operational Need (JUON):
  - UONs that are identified by a Combatant Command as inherently joint and impacting an ongoing contingency operation.
- Joint Emergent Operational Need (JEON):
  - UONs that are identified by a Combatant Command as inherently joint and impacting an anticipated or pending contingency operation.

Urgent Situations

- Urgent Situations
  - Ongoing conflict or crisis
  - Unforeseen military requirements
  - Must resolve as soon as possible
- These Situations Must Result in:
  - Direct enemy-action related loss of life and/or
  - Critical mission failure
- Staffing goal: 15 days

Emergent Situations

- Emergent Situation
- Supports Accelerated Acquisition of Capabilities Needed for an Anticipated or Pending Contingency Operation
  - Variation of the JUONs process
  - Driven by “pending” or “imminent” operations and require capability in short timeframes to avoid loss of life an/or mission failure when operations commence
  - Verification by VCJCS is required prior to staffing as an emergent candidate
    - JCB or JROC is validation body as determined by VCJCS
    - Staffing goal: 31 days

Who Initiates an Urgent/Emergent Need?

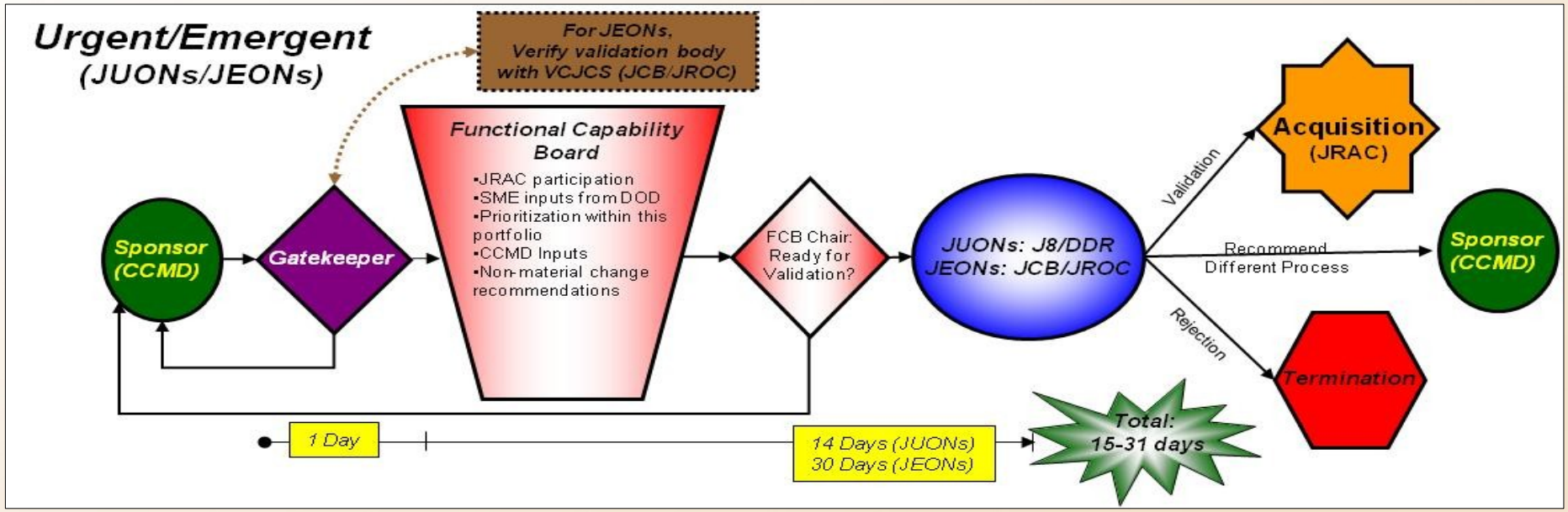
- Urgent/Emergent Needs are Submitted by a Combatant Command
- The Need May Originate from:
  - A Joint Force Commander
  - A Service Component Commander
  - A commander's delegated representative
- Services Must Validate Service-Unique Urgent/Emergent Need
- JUONs/JEONs are Validated by the Joint Staff DDR or JCB/JROC

The Sponsor

- Component (Service or Agency) Recommended by the Gatekeeper and Named by the JRAC
- The Sponsor Develops an Initial Course of Action for JRAC Review
  - Implementation Recommendation
  - Funding Strategy Recommendation
- The Sponsor Manages the Approved JUON / JEON Effort

Components will use all available authorities to fund, develop, assess, produce, deploy, operate, and sustain urgent operational need (UON) capabilities expeditiously (DoDD 5000.71)

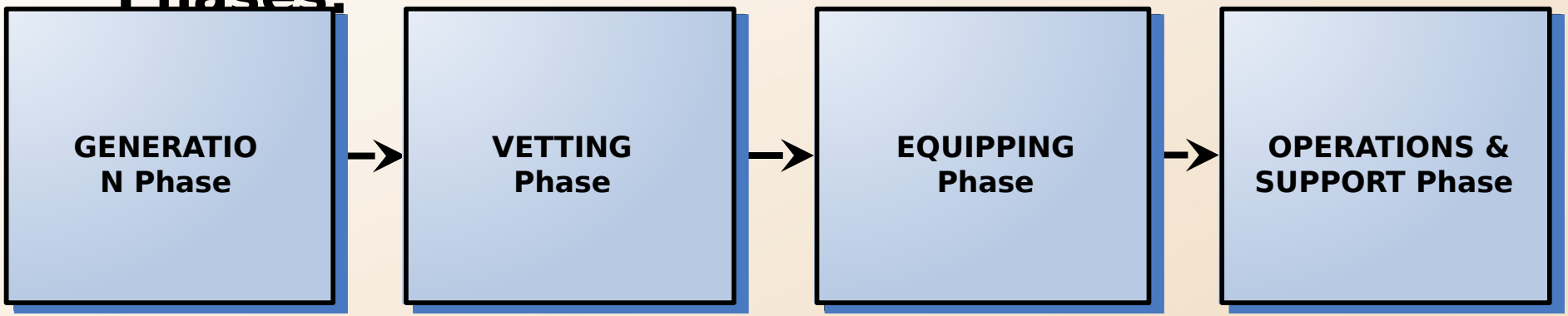
Urgent/Emergent Staffing



- Staffing begins when Gatekeeper receives the document
- Gatekeeper has 1 day to review and assign to Lead FCB
- JEONs confirmed by Gatekeeper with VCJCS; VCJCS assigns JCB or JROC as validation authority
- Lead FCB & Joint Rapid Acquisition Cell (JRAC) assess validity of JUON/JEON and identify potential solutions (if possible – ultimate solution will be determined post-validation)
- FCB Chair & JRAC make recommendation for or against validation
- Validation is communicated to JRAC, who assigns a solution sponsor to rapidly fund, develop, and field a solution

Rapid Response Framework

The JUON / JEON Process Consists of Four Phases:



- **Force Commander Identifies Urgent /Emergent Need**
- **CCMD Staff determines the most suitable process**
- **CCMD Chief of Staff certifies and submits to Joint Staff (J-8 Gatekeeper)**

- **J-8 Gatekeeper Receives and verifies that JUON / JEON meets submission criteria**
- **Joint staff reviews and validates JUON (Gatekeeper) or JEON (JCB or JROC)**
- **JRAC determines a resourcing Strategy and assigns Sponsor**
- **Solutions may be identified during FCB/JCB/JROC review; or after assignment to sponsor**

- **Sponsor creates a Simplified Acquisition Plan**
- **Sponsor procures and delivers solution to the Warfighter**
- **Sponsor provides progress reports on performance, cost, and schedule**
- **Sponsor submits an assessment of operational utility within 90 days of fielding**

- **Sponsor sustains solution and monitors performance for twenty- four months**
- **Sponsor, CCMD, and FCB prepare Capability Review to address final disposition of fielded system**

The Warfighter Senior Integration Group (SIG) is the Oversight Body for DoD Urgent Needs
See DoDD 5000.71, 24 Aug 2012

Challenge of Rapid Acquisition

- ★ **Future Focused**
- ★ **Very Structured Process**
- ★ **Evolved Requirements**
- ★ **Analysis of Alternatives**
- ★ **Lengthy Development**
- ★ **High Visibility on Program**
- ★ **Large Investment**

Deliberate

immediate

- **Now-focused**
- **More ad hoc process**
- **Broad requirement**
- **Quick assessment of alternatives**
- **Limited development**
- **High visibility on results**
- **Limited investment**
- **Very Limited Feedback**
- **May Transition to Program of Record (POR)**

Rapid Response Summary

- An Urgent / Emergent Situation that Results in
  - Loss of life and/or
  - Critical mission failure
- Each Service has Its Own Approach to Urgent Needs
- JUONs / JEONs are Part of the Requirements Determination Process
- Requirements Managers Need to be Involved with Follow-On Activities

Waivers

- Waivers can be used for:
  - Request to submit a CDD without an ICD (ICD waiver is not required to submit a Joint DCR without a preceding ICD)
  - Request to submit a CPD without a preceding ICD and/or CDD
  - ICD and/or CDDs may be waived in cases where it is best to proceed directly to MS B or C (GOTS/COTS solutions, transitioning UONS/JUONS, successful JCTDs, etc..
  - Tripwire relief – when a sponsor does not believe a tripwire review is necessary.
- J-8/DDR is the approval authority for:
  - ICD, CDD and tripwire waiver requests
  - Deviations from processes described in the JCIDS Manual

Guiding Principles

- **Know the requirements**– the requirements/acquisition community should not only clearly understand the requirements, but should be actively engaged with the user in establishing realistic and achievable requirements within budget constraints.
- **Question the requirements** – if a requirement doesn't make sense, question it – the answer may be surprising.
- **Are the requirements realistic** – is it physically possible to meet the requirement? Can it be tested? Is an 80% solution adequate and field the remaining 20% when technology is mature enough?
- **Beware of derived requirements** – an engineer's "derived" technical requirement can take on a life of it's own; keep focused on the user's operational requirements.
- **Tech Reviews** – JCIDS sponsor/user should attend PDR and CDR to answer questions on operational requirements.
- **Configuration Steering Boards (CSBs)** – PM has the authority to recommend descoping options and to object to new requirements after MS B, unless approved by the CSB. Must be

Requirements Challenges

- Gaming the System by Specifying the Solution too Early
- Incomplete or Rushed Analysis
- Vague/Poorly Written Requirements
- Good Briefings Based on Poor Documents
- Confusing Requirements with Specifications
- Not Following Up on Results of DAS Reviews and T&E results
- Requirements Creep (Operational & Technical)
- Misusing the Urgent/Emergent Requirements Determination Processes
- Cost and Schedule Estimates Based on Incomplete